

minutes

S A S A K I



Architecture | Engineering | Planning

date	1 May 2008		
project name	University of Wisconsin-Milwaukee Master Plan	project #	07G2U
meeting date	April 30, 2008	time	8:00 a.m. – 10:00 a.m.
location	Mitchell Hall		
recorded by	Tyler Patrick		
distribution	Jon Jenson, Jeff Kosloske, Kate Sullivan, Patricia Arredondo, Chris Gluesing, Jim Vander Heiden, d'Andre Willis, Lora Strigens, Julie Penman, Greg Havens, Janne Corneil, Philip Parsons, Kathryn Madden		
purpose	The Graduate School		

These minutes represent a summary of the content and character of each meeting and are not meant to be an exhaustive list of the comments made. Also, these notes are an initial attempt to understand the academic issues on campus; we will return to gather additional information as necessary.

ATTENDEES

Gwat-Yong Lie, Graduate School
Mark Harris, Graduate School
Brian Thompson, UWM Research Foundation
Colin Scanes, Research/Graduate School
Kathleen Koch, Academic Programs and Research
Steve Atkinson, Research Initiatives
Vicky Everson, Grad Sch. Admin
Ken Buelow, Info Tech & Analysis
Karen Dredge, Graduate Student Services/Academic Program
Dave Harris, Research Services & Admin
Wendy Fall, Graduate School
Peggy Vanco, Research Services & Admin
Gregory Bird, Citizen Observer
Patricia Arredondo, Academic Affairs
Jon Jenson, Project Manager, State of Wisconsin Department of Administration
Jim Vander Heiden, HGA
Philip Parsons, Sasaki
Tyler Patrick, Sasaki

SUMMARY

A. Academics

- 1) Overview
 - 40 total staff
 - Despite some exceptions, the silo-style campus is a real challenge for the growing social element of learning. There are multiple contexts for learning (virtual, physical, etc.) for different types of learners.
- 2) Economic Development – UWM as an economic engine
 - UWM has committed \$10 million toward growth agenda
 - Potential federal partners exist
 - Pursue additional corporate partnerships, such as those with Rockwell and Johnson
 - Research generation of \$1 million leads to the creation of 36 jobs
 - UWM is not where it aspires to be in terms of research
- 3) Indirect Cost Recovery
 - 10% to PI
 - 10% to Department
 - 10% to College
 - 2% to Graduate School
 - *VC of Research is responsible for the rest of the costs
 - Amount of flexibility is potentially high when there is a surplus
 - Rate is 47.74 for research
 - Earmarks have overhead
- 4) Research
 - Traditionally, UWM defined itself as a teaching University that does research. Now, there is an equal commitment to both.
 - The Research Foundation, which is approximately 2 years old, is responsible for the management of grants
 - Research expenditures total \$40 million as a total figure (including overhead)
 - There is a perception that UWM is under-reporting its research dollars
 - Research Strengths include Physics, Nursing, and Health Sciences. Other strong programs are Education, Social Work, and a few departments in Letters & Science, such as Psychology, Biology, Chemistry and Biochemistry. As an interdisciplinary center, the Water Institute is also quite successful.
 - As a system, UW institutions are required to review programs on a 10-year cycle but also follow-up on this review to ensure that there is compliance. Results have shown that UWM has a general lack of resources to fill faculty vacancies, as well as a lack of financial support for graduate students. Assistantships are not competitive.
 - UC Santa Barbara, U Maryland represent institutions engaged in out-of-the-box thinking about research funding.
- 5) Faculty Recruitment
 - UWM needs to recruit highest quality faculty.
 - Improve faculty recruitment and retention
 - Even when headhunted, 2/3 stay at UWM
 - Need to develop larger groupings of high-quality researchers instead of lone wolves. It's both a physical and cultural solution.
- 6) Administrative Support

- The Graduate School is described as the "administrative support" for academic programs. There is no consideration of Graduate School support, only the academic departments that are involved. As a consequence, 10 new programs have been developed but there has been no discussion in Grad School about how to support the new programs coming in. Additional administrative monies must be created to support this growth.
- The Graduate School is a key player in moving the Chancellor's agenda forward. If graduate programs and research are going to grow, there has to be a restructuring of the School and a reallocation of funds.
- UWM must be realistic about what can and cannot be done. Set priorities.
- Staff administration should be seen as facilitators not obstacles. This needs to be better communicated to the "customers" (deans and faculty) through targeted outreach.
- The administrative staff is often seen as compliance officers rather than facilitators. The focus needs to be on outreach and education first and then compliance.
- UWM has developed a good system for tracking things but there is nothing to track. Administration can support grants once they come in, but more attention must be directed towards getting the grants. Strategies include:
 - Give faculty the support and knowledge to pursue funding.
 - Develop institutional loyalty to improve collegiality
 - Infrastructure support
 - Support proposal writing – the ideas may be there but are incoherent
 - Improve research methodology
 - Hire administrative support to help prepare grants. It will pay for itself in the end.
 - Redirect indirect costs to invest in administration and Infrastructure
 - Develop a simplified and measurable guiding mission statement for the University that is identifiable and that has a strategy tied to it. People are all in silos, are not cross-trained

B. Physical Space Attributes

- 1) Opinions about a self-contained "Research Campus"
 - Cannot split academics and teaching from research
 - A split could happen along thematic lines but must include both teaching and research.
- 2) Space Needs:
 - Research labs, particularly for the recruitment of researchers.
 - Interaction space to foster collaboration among academic departments.

C. Collaboration and Community

- 1) Collaboration
 - Need to think about fund development beyond state assistance. Nurture and cultivate alumni contributions. Starts with cultivating a sense of identity, a "community of scholars" on campus.
 - Need to tap into alumni network and look to them for help with extramural funding.

- Partnerships and collaborations require human resources in real time and virtual time. Take people and their ideas and find the right partners globally. Have faculty identify assets and tell them how they can be successful.
 - Unlike many universities across the country, there is no tradition of having Centers report to the Graduate School.
 - UWM does not have multidisciplinary approach
 - Lack of space, particularly high-quality space. There are very few core facilities with high quality equipment
 - Lack of infrastructure in support of research – budgeting, equipment, but also within departments
 - Tradition of recruiting at the assistant professor level – if successful, they may get picked off by another institution because there are salary caps. UWM does not typically recruit at the Director level – partly cultural
- 2) Strategies for Collaboration
- UWM is engaged in a series of cluster hires, funded by new state dollars (DIN). Created approximately 40 positions. Does not give space or additional infrastructure to support these hires.
 - Research Growth Initiative has been created ensure that faculty have the seed money needed for major proposals that lead to federal money.
 - Pursue Partnerships with entities like the Medical College, Children's, Blood Institute, Rockwell, Johnson Control, Aurora. Current corporate sponsorship is only \$2 million.
 - Example: Rockwell would like UWM to feed their R&D capability, so they are funding \$1 million per year in seed grants. In five years, it would be great if Rockwell gave money for facilities.
 - Example: Johnson Controls – public/private partnership; Want a master's in Energy Engineering, sponsored research projects.
 - Overall Philosophy – Let 1,000 flowers have the ability to be entrepreneurial but with some Centers of Excellence such as Advanced Manufacturing, Biomedical Engineering (including biotechnology), Healthcare, and Water.
 - There have been several people working at Medical College for years, but would like to have this be more institutionalized. Medical College is now highly motivated because of change in NIH rules. MC needs UWM to fill gaps in specialization.
 - Break down the silos
 - Example – Center for Aging. Multi-disciplinary Steering Committee (nursing, psychology, health sciences). Someone takes the lead and organizes others. Another example is Center for Addiction. It's an organizational approach that transcends the physical. However, there is no facility designed for this type of multidisciplinary collaboration.

Next Steps

1. Document meeting minutes.
2. Return for field work, data collection, and additional meetings May 20-22.
3. Perform data and site analysis throughout the summer.
4. Present initial analysis findings in the Fall.

The information above will stand as recorded unless Sasaki receives written comments within five days of the distribution date from a recipient requesting an amendment.

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